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creatures as modern men have managed to survive—still, Darwin, not being a Greek, may have been mistaken in his formula of progress. A great many of Mrs. Martin's animadversions against the evils of modern life are true and cannot be presented to the popular mind too often or too vigorously, but the sweeping assertions of the author are rendered ineffective by the fact that she seems totally ignorant of modern studies in logic, psychology, and biology—especially Mendel's Law—and of the conclusions of modern mathematicians, physicists, and astronomers. An instance may be cited of the painless methods employed in dismissing a subject: "The science of logic was begun and completed by Aristotle at one stroke. No one understood its laws before him and no one has known any more since."

But though the author's armor is perforated for attack, we shall exhibit a Greek restraint in refraining from mentioning any defects or flaws other than those of form. As a printed work it is a model of what the plastic mind of youth should avoid imitating. It has annoying footnotes—on some pages longer than the text; it marshals authority without introduction; prefacing to unassimilated quotation such phrases reminiscent of the Book of Common Prayer as "Cuvier says," "Kant wrote," "Cicero said." Goethe, Hegel, and Romanes are deserving only of a colon. There is no discriminating between authorities thus assembled, and there are too few references to the source of the quotations. "Withington," "Copleston," and "Professor Middleton" find their places among the little great men of our day and the heroes of antiquity, but our ardor for research was dampened when on looking up the last-named authority in *Minerva* we found that, like that other beautiful lyrical child, he is seven!

Is Mankind Advancing? as we hinted before, is not a book. It is a hail-storm of facts, a cyclone center of quotations, a draughty alley for every wind of doctrine. In passing through the reviewer caught a mental influenza—fortunately not fatal.

A RATIONAL BANKING SYSTEM. By H. M. P. ECKARDT. New York and London: Harper & Brothers.

Mr. Eckardt's *A Rational Banking System* is a brief for the system of Branch Banks and a criticism of the extravagance and insecurity of the *laissez-faire* methods of American banking. The book is the fruit of twenty-four years of experience in various Canadian Branch Banks and in the head office and of fifteen years of close study of American banking conditions. It combines in an unusual degree a wide range of information concerning banking conditions in many countries and a first-hand knowledge of the practical details of bank administration. After a preliminary criticism of some of the most apparent weaknesses in the American Single Bank System, such as defalcations and fraud, excessive cost, and liability to panics, Mr. Eckardt introduces his argument for the Canadian Branch Bank System by outlining the organization and working of several hypothetical Branch Banks: one in Massachusetts, a typical industrial and agricultural State, and one in Minnesota, a typical wheat-producing State. Of the three remedies proposed for solving the present problem of inelastic currency, the issue of asset currency, the establishment of a central bank, or the organization of branch banks, the author is naturally in favor of the third. But the discussion of the first two remedies is admirably clear and sug-

gestive. In summing up his arguments in favor of a radical change in the American Banking Law, Mr. Eckardt points out twenty-five advantages which the Canadian, English, and French Branch Bank System has over the American Single Bank System. A few of these will indicate the nature of the argument. The Branch Bank System would provide an effective method of checking and preventing fraud; it would reduce the number of bank failures; it would reduce the expense of conducting banking business; it would reduce the number of financial panics; it would extend good banking facilities to small villages and country communities; it would improve the borrowing facilities extended to large manufacturing and mercantile houses; it would facilitate the movement of crops; it would satisfactorily solve the currency question; it would lessen Wall Street's domination over other parts of the country; it would insure a large measure of banking publicity; and it would improve the international standing of the United States.

THE PRINCIPLES OF SCIENTIFIC MANAGEMENT. By FREDERICK WINSLOW TAYLOR. New York and London: Harper & Brothers, 1911.

Things are moving rapidly these days, and one uncanny evidence of the speed of the times is the way an innocent word or phrase in the course of a few months or years acquires significance. The simple description of a method or a mode of activity becomes by sheer repetition a "world movement," a "platform of social reform," a "philosophy of life." We have watched the careers of "strenuous," "social maladjustment," "social service," "vocational," "conservation," in their meteoric flight through the popular vocabulary. We confess to an hysterical tendency to break into tears when we are told that the "industries have left the homes and that women have followed them into the factories." It would seem that as a people we have so little originality of thought or power of articulation that we grasp as drowning men at straw phrases and, finding they give no support, drag them down to the murky depths of platitude. This may happen to "scientific management," and it would be a pity, for among the various tendencies of thought and action which the phrase comprehends lies perhaps the solution of our greatest industrial and administrative difficulties. In the radical changes which an application of its doctrines may bring about we foresee an industrial revolution even more far-reaching in its social and political consequences than that upheaval in the late eighteenth century which drove the unfortunate industries "out of the home." The theory and practice of scientific management may not be attributed entirely to the genius of Mr. Frederick W. Taylor. The *Zeitgeist* has ably abetted Mr. Taylor in bringing to successful completion tasks that dwarf the accomplishments of most able men. A study of Mr. Taylor's life and methods of work is still the best example we have of real scientific management. Mr. Taylor's little book on the *Principles of Scientific Management* is the best general expression we have of what purports to be the new principle of industrial organization, and what an increasing number of hard-headed business men and academic "visionaries" believe to be the promise of a new industrial life. The "principles" are few and simple; the industrial revolution that will ensue, and is ensuing, as they are being applied, is not only an increase of output, of wealth, and of wages, but a revolution in the attitude of the workman to his work, to his employer, and to the whole industrial world;